

AGENCY NAME:	Arts Commission		
AGENCY CODE:	H91	SECTION:	28



Fiscal Year 2013-14 Accountability Report

SUBMISSION FORM

AGENCY MISSION	<i>With a commitment to excellence across the spectrum of our state's cultures and forms of expression, the South Carolina Arts Commission pursues its public charge to develop a thriving arts environment, which is essential to quality of life, education, and economic vitality for all South Carolinians.</i>
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Please identify your agency's preferred contacts for this year's accountability report.

	<u>Name</u>	<u>Phone</u>	<u>Email</u>
PRIMARY CONTACT:	Rusty Sox, Senior Manager	803,734.8899	rsox@arts.sc.gov
SECONDARY CONTACT:	Ken May, Executive Director	803,734.8689	kmay@arts.sc.gov

I have reviewed and approved the enclosed FY 2013-14 Accountability Report, which is complete and accurate to the extent of my knowledge.

AGENCY DIRECTOR (SIGN/DATE):	
(TYPE/PRINT NAME):	Ken May/Executive Director
BOARD/CMSN CHAIR (SIGN/DATE):	
(TYPE/PRINT NAME):	Henry Horowitz/Chairman

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AGENCY’S DISCUSSION AND ANALYSIS

The mission of the [South Carolina Arts Commission](#) is an outgrowth of the 1967 act which created it, charging the agency “to insure that the arts... will continue to grow and play an ever more significant part in the welfare and educational experiences of our citizens.” It identifies four priorities for the agency:

1. To stimulate and encourage throughout the State the study and presentation of the performing and fine arts and public interest and participation therein;
2. To make such studies as may be deemed advisable of public and private institutions engaged within the State in artistic and cultural activities, including but not limited to music, theater, dance, painting, sculpture, architecture and allied arts and crafts, and to make recommendations concerning appropriate methods to encourage participation in and appreciation of the arts to meet the legitimate needs and aspirations of persons in all parts of the State;
3. To take such steps as may be necessary and appropriate to encourage public interest in the cultural heritage of the State of South Carolina and to expand the State's cultural resources; and
4. To do such other things as may be necessary to carry out the provisions of this chapter
(*SC Code of Laws, Section 60-15-60*).

The Arts Commission has worked to accomplish its mission by focusing resources in three areas:

- **Arts Education**, to establish the arts as an integral part of South Carolina’s educational systems and the lifelong learning process of our citizens
- **Community Development**, to stimulate the development of South Carolina’s culturally diverse arts resources and organizations and promote creative partnerships to improve the quality of lives, preserve cultural heritage, and enhance economic growth; and
- **Artist Development**, to encourage, nurture and support the artistic growth and the personal and economic well-being of South Carolina’s artists

The SCAC accomplishes its goals by enlisting four main strategies:

- **Staff Assistance** – The SCAC’s staff of experienced arts professionals consult with and assist local organizations, governments, schools, artists, citizens and others. These services are delivered via direct interaction between staff and constituents.
- **Direct Programs** – Programs, exhibitions, conferences, awards and other events wholly produced and presented by the Arts Commission, usually targeted to a statewide audience
- **Partnerships** – Building strong programmatic and financial relationships with strategically aligned organizations to maximize productivity, cost effectiveness, statewide reach and inclusiveness for a variety of statewide programs
- **Grants** – Cash awards with matching and reporting requirements, designed to support and advance the state’s long-range and strategic goals for the arts, delivered through an accountable and transparent application and review process

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A [2010 study](#) by the Darla Moore School of Business at the University of South Carolina concluded that the arts and creative industries in S.C. have a significant impact on the state's economy, supporting more than 78,000 jobs and generating more than \$9.2 billion annually in economic output.

The South Carolina Arts Commission is located at 1026 Sumter Street, Suite 200, in Columbia. It employs a staff of 17: 14 full-time and 3 part-time employees.

Major Achievements for Fiscal Year 2014

Agency-wide

- The SCAC completed year 1 of its new 2-year strategic plan (FY 2014-2015). The plan identifies some new objectives and strategies for accomplishing the agency's strategic goals and continues to reflect progress toward meeting the needs of the state identified in the [Long-range Plan for the Arts in South Carolina, 2011-2020](#).
- The agency implemented a plan for distributing \$1 million in new grant funds to support community arts activities, artists and school-based arts programs around the state, awarding 315 grants totaling \$2.5 million in 41 South Carolina counties.
- Through grant making, the SCAC supported more than 7.4 million arts experiences for South Carolina residents and visitors, including artists, students and adults.
- The agency expended 78% of its state appropriation in grants – exceeding its legislative mandate of 70%.
- Through direct staff assistance, providing consulting, facilitation, leadership and training to the field, the Arts Commission provided services to all 46 counties in South Carolina.

Arts in Education

- The Arts Commission's nationally-recognized [Arts in Basic Curriculum \(ABC\) Project](#) served 212 schools across the state through professional development, training and grants.
- 313 teachers and school administrators, representing 37 of 86 school districts, participated in summer training institutes to explore innovative ways to use the arts to improve education. Partners included the SC Arts Commission, the SC Department of Education, the Arts in Basic Curriculum Project at Winthrop University, and Spoleto Festival, USA.
- The agency coordinated the statewide [Poetry Out Loud](#) competition. Over 5,300 students from 31 high schools in 16 counties participated.
- Through grant making, the Arts Commission supported more than 753,000 learning opportunities through the arts for South Carolina's school children in both in-school and out of school settings.

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Community Arts Development

- SCAC targeted eleven underserved counties with a goal of placing new grants in each. A new entry-level grant program was created and targeted to these specific counties. Grants were successfully awarded in 6 of those counties.
- A major new partnership with the National [Gullah Geechee Heritage Corridor Commission](#) allowed the SCAC to facilitate 3 community meetings in the South Carolina lowcountry, making new or deeper relationships with 92 artists, advocates and organizations, resulting in 6 new grants in this important cultural community and deeper awareness and involvement by members of this community in the Arts Commission's programs.
- The Arts Commission chartered a steering committee to advise in the planning of a program to designate cultural districts in the state. The steering committee's recommendations were incorporated into legislation, passed by the General Assembly and signed by the governor, granting the SCAC designating authority. Program implementation will begin in FY 2015.

Artist Development

- The [Artists U](#) program provided training and professional development opportunities for 48 artists.
- Phase IV of the [Tradition Bearer's Survey](#) of folk and traditional artists identified and documented 34 practicing artists in 8 lowcountry counties, bringing the total to 134 for the project to date.
- Through grant making, the Arts Commission supported more than 70,000 opportunities for the state's artists to practice or participate in their art forms, enhance their skills, develop their artistic careers and engage with their communities.

Administration & Agency Capacity

- In FY 2014 the agency reformatted individual employee work plans to more closely align with and address the agency's strategic plan, providing more direct accountability for staff members and a better understanding of how each team member's work helps accomplish the agency's goals and mission.
- Following a review of the agency in FY 2013 by the Legislative Audit Council, the agency took steps to address LAC recommendations by 1) changing its budgeting practices to better ensure compliance with Proviso 30.4, which requires the agency to expend at least 70% of state appropriation in grants; 2) modifying financial reports to express expenditures by sources of funds; 3) linking performance measures to statutory mission and duties; 4) reinstating the practice of random grantee audits; 5) reinforcing requirements for grantees to appropriately credit SCAC.
- The Arts Commission continues to enjoy a high level of customer satisfaction. The agency annually surveys its largest customer pool on measures such as staff assistance, ease of access to programs and services, relevance of programs and the usefulness of agency communications.

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Looking Forward

The Arts Commission shares a goal with South Carolina’s leaders of improving the quality of education in our state. Research has shown that the arts play a key role in the educational success of children. Research also shows that more than 40 years of South Carolina’s arts education programs, administered by the S.C. Arts Commission and the S.C. Department of Education, have been successful in enhancing the quality of children’s education in many parts of the state.

However, recent studies show that progress in arts education has been limited in parts of the state that stand to benefit the most from innovative approaches to education: areas with high poverty, high administrator and teacher turnover, and limited local corporate or private investment in education. New approaches are required if these children and families are to have access to the same benefits that quality arts education is creating for other parts of the state.

In FY 2015 the Arts Commission and its partners will lead an initiative to improve access to quality arts education for all of South Carolina’s children, and particularly those in underserved areas. A task force has already begun to study the issue and develop recommendations. The agency is currently challenged with arts education programs that have been highly successful, but in some cases were originally designed more than 25 years ago. Additionally, the SCAC has been without a qualified staff person focused on arts education issues since 2010. The agency will be seeking additional state resources to help it renew its commitment to quality arts education for all of South Carolina’s students.

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Program Template

Program/Title	Purpose	FY 2012-13 Expenditures				FY 2013-14 Expenditures				Associated Objective(s)
		General	Other	Federal	TOTAL	General	Other	Federal	TOTAL	
I. Administration	Executive leadership and direction of the agency.	\$ 47,618		\$ 47,618	\$ 95,236	\$ 49,040		\$ 49,040	\$ 98,080	All Goal 6 objectives
II. Statewide Arts Services	Direct programming, services, technical assistance and grant support in arts education, community arts development, and artist development.	\$ 1,817,985	\$ 35,981	\$ 645,364	\$ 2,499,330	\$ 2,764,703	\$ 96,003	\$ 499,565	\$ 3,360,271	All Goal 1 objectives All Goal 2 objectives All Goal 3 objectives All Goal 4 objectives All Goal 5 objectives
III. Employee Benefits	Fringe benefits for agency employees	\$ 123,691		\$ 155,182	\$ 278,873	\$ 155,503		\$ 107,858	\$ 263,361	

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
G	1			S.C. citizens and visitors benefit from opportunities for rewarding arts experiences in communities throughout the state.
S		1.1		Engage communities currently underserved by SCAC grant programs
O			1.1.1	Target specific counties
O			1.1.2	Identify leadership, resources and needs
O			1.1.3	Explore innovative, low-barrier approaches to grant funding
S		1.2		Broaden, deepen and diversify participation in South Carolina's arts and cultural opportunities
O			1.2.1	Follow best practices in cultural participation
O			1.2.2	Share participation concepts/best practices with the field
O			1.2.3	Deepen relationship with Gullah/Geechee Heritage Corridor Commission
O			1.2.4	Maintain participation in Riley Institute's Diversity Leaders Initiative
O			1.2.5	Create a diversity advisory board
O			1.2.6	Maintain partnership with Arts Access SC (formerly VSA arts)
O			1.2.7	Reactivate Access Grants program
O			1.2.8	Acknowledge value of creative expression beyond traditional definitions (amateur activities, community-based participation)
S		1.3		Celebrate and support South Carolina's traditional art forms and artists
O			1.3.1	Awards programs (Jean Laney Harris Folk Heritage Award, Elizabeth O'Neill Verner Award)
O			1.3.2	Tradition Bearers Survey
O			1.3.3	Project grants and apprenticeships
O			1.3.4	Communications and media coverage
O			1.3.5	SCAC provides for a continuum of service in folk & traditional arts
G	2			S.C.'s professional artists have opportunities to produce excellent art and build satisfying, sustainable careers in our state.
S		2.1		Support artist-entrepreneurs and their arts-based businesses
O			2.1.1	Artist Ventures Initiative (AVI) continues and expands
O			2.1.2	"Artist U." provides business training and mentorship for artists
O			2.1.3	"Artist U." facilitators are active regionally
S		2.2		Provide opportunities for artists for professional development, training, networking and career advancement
O			2.2.1	SCAC convenings include tracks for artists
O			2.2.2	Include information and resources for artists in SCAC publications and communications
O			2.2.3	Artist opportunities are published and shared

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			2.2.4	Identify opportunities for artists through SCAC partners and others
O			2.2.5	Fellowships, grants and staff resources for artists
O			2.2.6	Review Artist Roster program to enhance its value
S		2.3		Raise visibility and awareness of the public value of artists
O			2.3.1	Awards programs (Jean Laney Harris Folk Heritage Award, Elizabeth O'Neill Verner Award, Artist Fellowships)
O			2.3.2	Publicize artists, their achievements and impact
O			2.3.3	Programs for artists: State Art Collection, First Novel Prize, quarterly project grants, Artist Ventures Initiative, OneSC
S		2.4		Staff assistance to artists
O			2.4.1	Arts discipline specialists
O			2.4.2	County arts coordinators
O			2.4.3	Regional meetings
O			2.4.4	Consulting
G	3			Students receive a comprehensive education in the arts that develops their creativity, problem solving and collaborative skills, and prepares them for a lifetime of engagement with the arts and productive citizenship.
S		3.1		Strengthen the Arts in Basic Curriculum (ABC) partnership
O			3.1.1	Engage new partners
O			3.1.2	Research and evaluate ABC impact
O			3.1.3	Advocate for favorable public policy for arts education
O			3.1.4	Address ABC and SCAC staffing and logistical needs to serve the program
O			3.1.5	Arts in Basic Curriculum grants
O			3.1.6	Review roles and responsibilities of partners
S		3.2		Tell the stories that illustrate the success of arts education
O			3.2.1	Recognize and promote programs that can serve as models for other schools
O			3.2.2	Partner with South Arts for research and case studies
S		3.3		Support schools and districts with grants and staff assistance to help them reach their education goals
O			3.3.1	Ensure SCAC arts education programs are strategic and meet the needs of stakeholders
O			3.3.2	Ensure SCAC arts education programs are broadly accessible to diverse schools and communities
S		3.4		Provide professional development opportunities for teachers and school administrators
O			3.4.1	Summer institutes for teachers through ABC partnership
O			3.4.2	Advocate for continued support for teacher development through Dept. of Education

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Strategic Planning Template

Type	Goal	Item # Strat	Object	Description
O			3.4.3	Teacher Standards Implementation grants support professional development activities
O			3.4.4	Partner with S.C. Alliance for Arts Education
S		3.5		Arts education is supported by a supply of qualified artists to work in schools and other educational settings
O			3.5.1	Maintain and refine the Artist Roster program
G	4			South Carolina arts organizations and other arts providers have the capacity and necessary resources to deliver relevant, high quality arts experiences to citizens and visitors.
S		4.1		Staff assistance and service to the field
O			4.1.1	County arts coordinators
O			4.1.2	Arts discipline specialists
O			4.1.3	Regional Meetings
O			4.1.4	Consulting
O			4.1.5	Network & Knowledge workshops
S		4.2		Grants for organizations
O			4.2.1	General Operating Support (GOS) grants
O			4.2.2	Operating Support for Small Organizations (OSS) grants
O			4.2.3	Quarterly project grants
O			4.2.4	Subgranting for local arts agencies
O			4.2.5	Support for statewide organizations
O			4.2.6	Access grants
S		4.3		Direct Programs
O			4.3.1	Local arts agency retreats
O			4.3.2	Newcomers' meeting
O			4.3.3	Statewide Arts Conference
O			4.3.4	Regional meetings
G	5			There is broad recognition within and outside the state of the value of the unique contributions made by the arts in S.C.
S		5.1		Promote the public value of the arts and the Arts Commission's role for the state
O			5.1.1	Update the agency's communications plan
O			5.1.2	Identify and implement the most appropriate communications tools and media
O			5.1.3	Develop communication partnerships
O			5.1.4	Share communications best practices with the field

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Type	Goal	Strat	Object	Description
S	5.2			Promote the image we want the SCAC to have
O		5.2.1		Promote the full range of services, not just grants
O		5.2.2		Promote for inclusion and diversity
O		5.2.3		Promote the results we achieve
O		5.2.4		Promote the SCAC's role as a statewide leader
S	5.3			Recognize exemplary and innovative work in the arts by communities, organizations and artists
O		5.3.1		Awards programs (Jean Laney Harris Folk Heritage Award, Elizabeth O'Neill Verner Award, fellowships)
O		5.3.2		State Art Collection acquisitions
O		5.3.3		First Novel Prize
O		5.3.4		Artist Ventures Initiative (AVI)
O		5.3.5		Plan and implement new cultural districts program
G	6			SCAC programs, systems and staffing are appropriately aligned to address the agency's strategic and long-range goals.
S	6.1			Align and equip current staff to allow SCAC to better fulfill its statewide mission
O		6.1.1		Review current job descriptions and duty assignments
O		6.1.2		Provide training and professional development
O		6.1.3		Improve inter-office communication
O		6.1.4		Provide appropriate technology and tools
S	6.2			Ensure SCAC is delivering effective and high-quality programs and customer service
O		6.2.1		Analyze customer service and satisfaction data
O		6.2.2		Stay abreast of current research and best practices for the field
O		6.2.3		Review programs for continuous improvement
S	6.3			Ensure SCAC's ability to collect, use and share relevant data
O		6.3.1		Use appropriate data collection technology and tools
O		6.3.2		Train appropriate staff in data collection, management and reporting
S	6.4			Develop and maintain strategic partnerships
O		6.4.1		Strengthen existing partnerships
O		6.4.2		Seek appropriate new partners
S	6.5			Respond to and/or implement recommendations of the Legislative Audit Council
O		6.5.1		Revise budgeting process to ensure compliance with Proviso 30.4
O		6.5.2		Revise agency financial reports to reflect expenditures by source of funds

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Strategic Planning Template

Type	Item #			Description
	Goal	Strat	Object	
O			6.5.3	Express performance measures in terms of statutory mandates
O			6.5.4	Resume random grantee monitoring visits
O			6.5.5	Ensure grantees give credit to SCAC

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Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
1	State appropriation expended in grants	74%	78%	70%	July 1 - June 30	Expenditures recorded in SCEIS daily	Annual	Totals compiled in SCEIS	6.5.1
2	Total dollars granted	\$1.5 million	\$2.5 million	\$2.5 million	July 1 - June 30	Grants database	Annual	Cumulative totals from grants database	1.1.1, 1.1.2, 1.1.3, 1.2.7, 1.3.3, 2.2.5, 3.1.5, 3.4.3, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6
3	Total dollars leveraged through matching	\$86.2 million	\$78.5 million *	\$85 million	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	All of Goal 1 All of Goal 2 All of Goal 4
4	Number of grants awarded	261	315	320	July 1 - June 30	Grants database	Annual	Cumulative totals from grants database	1.1.1, 1.1.2, 1.1.3, 1.2.7, 1.3.3, 2.2.5, 3.1.5, 3.4.3, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6
5	Targeted underserved counties served with grants	6	6	11	July 1 - June 30	Grants database	Annual	Grants by county tracked in grants database	1.1.1, 1.1.2, 1.1.3, 5.2.2
6	Counties served through grants	41	41	46	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	1.1.1, 1.1.3, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6
7	Artist opportunities supported through grant making - all programs	60,760	70,551 *	70,000	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	1.3.3, 2.1.1, 2.3.3, 3.5.1
8	Youth arts experiences supported through grant making - all programs	854,414	753,583 *	800,000	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	3.1.5, 3.3.1, 3.4.3, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6
9	Adult arts experiences supported through grant making - all programs	5,453,741	6,594,165 *	6.5 million	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6
10	Total arts experiences supported through grant making - all programs	6.3 million	7.4 million *	7.5 million	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	1.3.3, 2.1.1, 2.3.3, 3.1.5, 3.3.1, 3.4.3, 3.5.1, 4.2.1, 4.2.2, 4.2.3, 4.2.4, 4.2.5, 4.2.6
11	Counties surveyed through Tradition Bearers Survey of folk/traditional artists	27	35	46	July 1 - June 30	Field survey notes	Annual	Totals compiled in survey database	1.3.2
12	Traditional artists and art forms identified in Tradition Bearers Survey	100	134	175	July 1 - June 30	Field survey notes	Annual	Totals and narratives compiled in survey database	1.3.2, 2.2.1, 2.2.3, 2.2.4, 2.2.5
13	K-12 students served through arts education grants	62,307	70,259 *	75,000	July 1 - June 30	Final grant reports, submitted by the grantee at the end of each grant period	Annual	Cumulative totals from grants database	3.1.5, 3.3.1, 3.3.2.

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Performance Measurement Template									
Item	Performance Measure	Last Value	Current Value	Target Value	Time Applicable	Data Source and Availability	Reporting Freq.	Calculation Method	Associated Objective(s)
14	K-12 teachers and administrators served through professional development	310	313	300	July 1 - June 30	Arts in Basic Curriculum program reports, registration lists	Annual	Totals from registration	3.1.1, 3.1.4, 3.1.5, 3.3.1, 3.3.2, 3.4.1, 3.4.2, 3.4.3, 3.4.4
15	Customer satisfaction	1.9	1.9	1 on 5-point scale 1=best	July 1 - June 30	Customer service surveys returned with grant reports	Annual and/or following each event	Totals compiled from survey responses	6.2.1, 6.2.3
16	Professional development for staff	315 hours	315 hours	315	July 1 - June 30	Hours tracked by HR department	Annual	Hours completed	6.1.2
17	Percentage of South Carolinians participating in the arts at least once a year	61.8% (2007)	66.7% (2009)	70%	2008-2009	The South Carolina Survey, USC Dept. of Research and Statistics	Next update scheduled for FY 2015	Random sample telephone survey	All goals
18	South Carolinians rating their communities "good" or better as places to participate in the arts	54.4% (2007)	59.1% (2009)	65%	2008-2009	The South Carolina Survey, USC Dept. of Research and Statistics	Next update scheduled for FY 2015	Random sample telephone survey	All goals
19	South Carolinians who believe the arts are an important part of a child's basic education	96.5% (2000)	96.2% (2009)	98%	2008-2009	The South Carolina Survey, USC Dept. of Research and Statistics	Next update scheduled for FY 2015	Random sample telephone survey	All of Goal 3

Notes

* FY 2014 grant data is preliminary
